



OFFICE OF
ECONOMIC
DEVELOPMENT
City of Greenville, NC

2013 – 2014 ECONOMIC DEVELOPMENT INITIATIVES



INTRODUCTION

A year after adopting our first economic plan, the City of Greenville has made important progress in advancing the (13) strategic goals identified in the plan. The City's approach was further bolstered by completion of an independent economic development assessment, which identified five target industry sectors which are ripe for success. The initiatives outlined in the following pages are intended to create an action-oriented framework for success during the next (12) months. Our city will continue advancing the programs, projects, and initiatives that support all (13) goals while paying special attention to our key target sectors:

- Back office and data centers
- Digital media/software/simulation
- Pharmaceutical manufacturing
- Medical device manufacturing
- Advanced manufacturing
- Retail

Success in the target sectors will depend on a number of factors. Some of the most important factors can be synthesized into the following (7) core areas:

- ☐ Talent/workforce
- ☐ Product development
(e.g., office space)
- ☐ Quality of life
- ☐ Business Attraction and Retention
- ☐ Marketing
- ☐ Urban Revitalization
- ☐ Infrastructure

As Greenville gets progressively stronger in each of these core areas, the city will become even more attractive to business activities in the five target sectors while advancing Greenville's larger economic vision (Uni-Med Marketplace). For some target sectors, the city is relatively well-positioned in all/most core areas and thus ready to actively recruit during this fiscal year (e.g., back office and data centers, digital media/software/simulation). For other sectors, we must take preparatory steps before we're likely to accommodate all requisite business needs (e.g., pharmaceutical manufacturing, medical device manufacturing).

These 2013 – 2014 Initiatives establish the most critical steps the city can complete over the next 12 months to immediately capitalize on our strengths and begin turning all the important factors into *future* strengths. Next year, the city can evaluate progress by tracking the **performance measures** that correspond to each theme.

STRATEGIC GOALS 2012 - 2015

Regain Jobs and Increase City Revenue

- #1 . Attract and retain jobs by reaching out to companies in targeted economic sectors; complement the efforts of Greenville's economic development partners by focusing on business operations that wish to locate in close proximity to a university or medical campus, at a downtown location, or along a major commercial corridor.
- #2. Develop retail to full potential, maximizing revenue impact and neighborhood vitality.
- #3. Nurture the success of local entrepreneurs and small businesses.
- #4. Increase Greenville's profile in regional and state forums, emphasizing that Greenville serves the eastern North Carolina region and is a rising uni-med community.
- #5. Diversify the City's tax base and revenue sources to increase the City's General Revenue.
- #6. Promote Greenville's proven track record as a business-friendly community; demonstrate how Greenville's streamlined, consistent, predictable development review process reduces business costs.
- #7. Support the Pitt County Development Commission and other economic development partners in promoting manufacturing, biotech, gaming, military support, and other "heavier" industries.

Invest for Future Success

- #8. Make transportation gateways and commercial corridors more attractive, legible, and accessible.
- #9. Develop sports, recreational, arts, cultural, and entertainment offerings.
- #10. Position Center City as the vibrant epicenter of Greenville's uni-med community; encourage mixed-use redevelopment including residential and major "anchor" projects that reinforce the identities of downtown districts and adjacent neighborhoods.
- #11. Support and promote the community's existing resources for developing human capital: Training; primary, secondary and technical education; career and small business support services.
- #12. Build 21st century infrastructure that serves industry needs, attracts active and creative professionals, and improves mobility and accessibility for all Greenville citizens.
- #13. Foster a proactive culture within the City government that anticipates needs and trends, cultivates new ideas, pursues innovations, and constantly seeks new ways to promote the City's strategic and long-range goals.

TALENT

East Carolina University | Photo courtesy of Bob Jones

The City's recently completed Economic Development Assessment identified talent as a strength. In particular, the report cited the strong working relationship between Pitt Community College and East Carolina University as a strong building block for the City's young economic development programs to build upon.

In order to better market what appears to be a varied and talented workforce within the City of Greenville, staff will partner with a consultant in order to complete a detailed study of the local workforce to include residents of surrounding counties able to commute to Greenville for employment. Results of the study will be used as a recruiting tool for businesses in the City's target clusters.

PERFORMANCE MEASURES

- Complete workforce study.
- Partner with PCC & ECU to identify & support entrepreneurial faculty & students.
- Reach out to local business through BRE program to identify workforce issues and opportunities.
- Expand Operation Re-entry partnership with ECU to include development of veteran transitional housing.



PRODUCT DEVELOPMENT

In surveys, corporate executives and site selectors routinely affirm the importance of available quality buildings/units and shovel-ready or pre-certified sites – and, in this area, Greenville has work to do. Among other recommendations, the City's recent economic development assessment calls for the City build an innovation center, to partner with PGV Airport Authority to develop commercial land in front of Pitt – Greenville Airport, and to immediately address short-term product needs on an opportunistic basis.

Greenville's strategic goals also include: developing retail to its full potential, enhancing the city's transportation gateways and corridors, and attracting catalytic projects that can anchor vibrant mixed-use development and make Greenville even more of a "destination place."

PERFORMANCE MEASURES

- Create database of available properties and development-ready properties.
- Complete feasibility reports:
 - I-CAM (Imperial Center for Advanced Manufacturing)
 - Innovation Center
- Visit two regional beverage manufacturers to understand facility requirements.
- Identify retail sites in Uptown
- Continue medical park discussions with partners.
- Continue discussions with PGV on commercial and industrial development.



QUALITY OF LIFE

While much economic development activity is directed toward business development, it is important to remember that businesses depend on people who enjoy living in cities that offer a wide array of leisure activities.

In recent years Greenville's downtown has come alive with music, festivals and art. Greenville should build upon those successes, energetically pursuing opportunities to grow sports and cultural arts programming, as well as exploring opportunities to better use existing assets such as the Tar River corridor.

Working with community partners, the City of Greenville should explore and pursue initiatives that will attract and retain top talent, especially younger talent.

PERFORMANCE MEASURES

- With ECU leadership, advance performing arts center feasibility study.
- Working with Arts Council, complete NEA Our Town arts grant application.
- With CVB, Chamber of Commerce and others, establish a sports development committee.
- Launch Phase 1 of Go-Science Center.
- Complete RFI for private partner for Uptown Theatre.



BUSINESS ATTRACTION AND RETENTION

The City's recent Economic Development Assessment identified opportunities for the City to recruit new business in several target clusters to include medical device and other advanced manufacturing, the beverage industry, digital media and software development, back office/data centers, and pharmaceutical manufacturing. Retail recruitment also continues to be a priority for the City.

It is common for more new jobs to be created by existing industry as opposed to businesses locating into a given jurisdiction. As such, the City will initiate a business retention program designed to support existing businesses within the City's corporate limits. The City will also selectively pursue new business opportunities within identified target clusters.

PERFORMANCE MEASURES

- Launch BRE program and complete (50) business visits.
- Add 25,000 square feet of retail space. Add (2) new retail businesses Uptown.
- Recruit (1) new major retail development project.
- Target (8) "pipeline" projects in target sectors
- Land (4) new projects in target sectors.
- Catalog additional local incentives needed to close deals in target sectors.



URBAN REVITALIZATION

Greenville has been engaged in urban revitalization since the early 2000's with heavily concentrated redevelopment efforts in the neighborhoods of West Greenville and the Uptown Commercial District. Much of the urban revitalization work is guided by the City's Redevelopment Commission who's overarching mission for this fiscal year is to "help put together processes, plans, and people to achieve success". The Uptown Greenville organization also serves as a strong partner in many of these efforts and is under contract to the City to complete select revitalization tasks.

The Office of Economic Development provides staff support to the Redevelopment Commission, and also manages the City's multifaceted EPA Brownfield programs.

PERFORMANCE MEASURES

- Complete implementation of the priority and carry-over projects in the Redevelopment Commission's work plan.
- Implement items in City's Annual Action Plan for HUD funded activities.
- Complete Dickinson Corridor Market and Planning Study.
- Design and launch construction of Uptown parking deck.
- Launch EPA funded clean-up activities at Imperial brownfield site.



MARKETING

During the previous fiscal year, Greenville improved its internal marketing, including its communication with its economic development partners. More recently, the Office of Economic Development's new website went "live" to the public.

During the upcoming fiscal year, the City's branding study will be completed, at which point the City will launch an external marketing program and will include proactive, targeted marketing to decision-makers involved in our key industry sectors. The City's economic development staff will create new marketing materials, host joint site selector visits, attend regional trade shows, and complete mission trips to "target rich" areas of the country to meet face-to-face with decision-makers in the target sectors.

PERFORMANCE MEASURES

- Develop sector-specific marketing collateral for (5) target sectors.
- Promote Greenville at (8) target sector trade shows.
- Co-promote with Uptown at Chamber Business Expo.
- Co-promote Greenville MSA with PCDC at Site Selector's Guild.
- Co-promote Greenville with PCDC by sponsoring & hosting (1) site selector tour of Greenville.
- Begin implementation of strategies identified in branding study.